

OTE 81-1505

10 FEB 1981

MEMORANDUM FOR: Acting Deputy Director for Administration

25X1 FROM:

[REDACTED]
Director of Training and Education

SUBJECT: FY 1981 Travel Limitation [REDACTED]

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1. The Comptroller request for a 10% cut from the amount for travel shown in the 1981 column of the 1982 budget comes at an inopportune time for the Office of Training and Education (OTE). As we have stated in previous memoranda, OTE already has a "hard", unfunded requirement for travel of \$133,520 which we were planning to cover by reprogramming within the OTE FY 1981 budget. If this unfunded requirement were formally included in our budget as travel, we could absorb the 10% cut. However, authority to internally reprogram for the \$133,500 travel shortfall has been denied by the DDA Budget Officer and some of our courses, particularly in the Operations Training area, are in dire straits. This memorandum provides an overall perspective of the situation and presents some alternative solutions. [REDACTED]

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2. OTE requires \$233,520 to conduct exercise and travel for Operations Training [REDACTED]. Of this amount \$186,500 is required by the Operations Course. From within the OTE budget \$100,000 has been made available for Operations Training and almost all this amount has already been obligated. This leaves the unfunded requirement in Operations Training for travel of \$133,520. [REDACTED]

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3. The immediate problem caused by this unfunded requirement concerns the ongoing Operations Course OC 2-81. Unless OTE can provide \$36,000, the final week [REDACTED] exercise will be cancelled. The cancellation of this exercise means that 48 Career Trainee students will not have the opportunity to employ the various skills they have learned in a comprehensive exercise designed to test their ability in clandestine operations under a variety of situations. The entire 16-week course is built around exercises

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write reports, and practice a substantial amount of tradecraft. This is an essential part of the course. This travel was to have been funded by reprogramming within the OTE budget from other sub object classes until authority to do so was withdrawn. ☐

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4. We propose the following solutions to the intermediate problem of funding the final exercise of the ongoing OC and the longer term problem of funding operations training for the remainder of FY 1981:

a. SOLUTION ONE. Absorb the 10% cut and fund with existing OTE travel funds. OTE has \$76,000 of unobligated funds remaining in its budget for travel after the cut. As an immediate fix, we are providing the \$36,000, leaving \$40,000 for the entire office for travel for the remainder of FY 1981. There would still be a shortfall of \$97,520 for travel for Operations Training. Probable programmatic changes caused by this shifting are:

1. Cancel the final week exercise for the remaining Operations Courses (OC). In this case the CTs would not put into practice, in an integrated exercise, all they have learned in the OC.

2. Cancel ☐ 9-81 (23-27 Feb) and possibly other ☐ later on.

3. Restructure the next running of the FOSC (1-13 March and 1-12 April) to reduce or eliminate exercise costs.

4. Eliminate ☐ surveillance, surveillance detection training in OMS 3-81 (21 April-16 May).

5. Revise exercises in Operations Course 3-81 (16 March-3 July) to drastically reduce use of vehicles meals in various exercises and eliminate final ☐ exercise.

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6. Eliminate the Clandestine Operations Orientation Course 3-81 (22 March-4 April) unless costs associated with transporting students to the ☐ can be borne by components other than OTE or other arrangements can be made for travel which is not chargeable to the ☐ budget.

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7. Effective immediately ☐ will not reimburse students or instructors for the use of their POVs on official business.

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8. Cancel Clandestine Operations Orientation Course 4-81 (10-22 August) and will severely limit exercises in OC 1-82, the initial part of which occurs in FY 81 but extends into FY 82 (3 August-20 November).

b. SOLUTION TWO. Absorb the 10% cut and reprogram from within OTE. Restoring the authority to reprogram from other sub object classes within the OTE budget would provide a capability to salvage the ☐ exercise for the current OC and would provide the Director of Training and Education (DTE) with a capability to fund other priority operations training to include the remaining OC. Although consideration needs to be given to project priorities and previous obligations, possible sources of these funds within the OTE budget are:

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\$ 32,000

2. In courses such as the Midcareer Course and the Advanced Intelligence Seminar, greatly reduce the use of non-governmental experts to make presentations and rely instead on Government employees for whom there is no charge for their services.

\$ 10,000

3. Eliminate one running of the ☐ Leadership Seminar.

\$ 23,000

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4. Eliminate persuasion skills training in the Operations Course and in tutorial instruction given by the Covert Instruction Division.

\$ 30,000

5. Reduce contracts for external support of management courses, such as the Project Officer in the Contract Cycle.

\$ 25,000

6. Reduce operational maintenance and draw down supplies and equipment ☐

\$ 30,000
\$150,000 (S)

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5. The programmatic impacts of absorbing the 10% cut without restoration of our previously authorized reprogramming authority are:

a. Cancellation of the final comprehensive exercise for the Operations Courses means that the Career Trainee students will not have the opportunity to employ the various skills they have learned in a comprehensive exercise designed to test their ability in clandestine operations under a variety of situations.

b. Canceling two runnings and possibly more runnings of the means that a minimum of 32 overseas bound employees will not receive this excellent training in how to counter terrorist acts abroad. For every canceled beyond these two means an additional 16 Agency officers will not receive the training. Further, we have a long-term understanding with the Department of State, the Defense Intelligence School and the Federal Bureau of Investigation to permit selected members of their organization, up to four in each running of the to take the one-day portion of the course. Cancellation of the would require cancellation of attendance by these organizations of the portion of the course.

c. Restructuring the next Field Operations Support Course to eliminate exercises effectively guts this course. The reason is that the course is designed to impart tradecraft skills and familiarization, especially surveillance detection skills, to Operations Support Assistants, OSO officers and OTS officers from DDS&T. Elimination or serious reduction of the exercises makes the course simply a lecture course since no meaningful exercises can be conducted with the confines of

d. The OMS is designed for mid-level experienced DO officers, new Chief and Deputy Chiefs of Station and Chiefs of Bases who need upgrading of tradecraft skills. The only effective way to impart these skills and enhance skills already learned is by practical exercises. Eliminating a substantial portion of the exercises reduces the course to lectures and seminars.

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e. The OC is designed as a skills course in tradecraft and reporting. This can best be learned by doing, by practical exercises. If OC 3-81 exercises are severely limited, and the final exercise is eliminated altogether, the course becomes essentially a seminar and lecture course. The impact will be 50 poorly trained CTs entering the DO at a time when more training in skills is necessary by the changed operational environment abroad.

f. Eliminating one or more Clandestine Operations Orientation Courses has considerable impact on the OC since this course is the prerequisite to the OC even though practical exercises are held to a minimum in this course. Further, there are a number of students taking the COOC who need a familiarization with clandestine operations even though they will not be operations officers. These students will have no training at all if the course is cancelled.

g. All of these courses respond directly to the need of the DO to increase the number of DO, DDS&T and DDA officers to substantially improve the amount and quality of training of those personnel going overseas directly involved in clandestine collection or serving in a support role in clandestine operations,

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6. If all of the above possibilities of reducing costs are carried out, the additional costs to the Agency will be a serious backlog on top of an already backlog of students needing ☐ the COOC, and the FOSC. Because of personnel constraints and resources that can reasonably be expected in the next 12-18 months this backlog is not likely to be eliminated because it is unlikely that more courses can be offered later to reduce the backlog of students. ☐


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7. Finally we know the operating climate abroad is getting more difficult. Our political equities abroad do not permit mistakes in clandestine operations that cause political embarrassment. We


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protection. It is essential, and in our own self interest, to insure that officers are trained to as high a degree of professionalism as we can before they conduct clandestine operations in a foreign country. 

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